City Coordinator Administration

Mission Statement

The mission of the City Coordinator's Office is to provide leadership, direction and accountability in establishing City policy and priorities and to continually improve the management systems and regulatory services of the City.

Primary Businesses:

Policy Development and Implementation: The City Coordinator acts as a policy advisor to the Mayor and City Council and ensures that project implementation is accountable and consistent with Mayor and Council direction.

Management Oversight: The City Coordinator oversees the City's management departments and Regulatory Services to ensure excellence in service and public accountability.

Key Trends and Challenges Impacting the Department:

Limited Financial Resources. Over the past decade, the City worked itself into an overburdened internal services fund and misguided development policies. The result was the lowering of the City's Triple A Bond rating, severe shortages in revenue, and increasing property taxes. In addition, over the past two years the state legislature reduced Local Government Aid, altered important property tax laws and development tools which further exacerbated the City's financial capacity. In 2003, the City was forced to undergo dramatic reductions, including significant layoffs. The City Coordinator must work to address these issues while continuing to provide quality services with less money.

Diversity. Minneapolis' minority population grew at a rate faster than any other city in Minnesota. In addition to the quickly growing African American and Hispanic/Latino communities, the influx of non-English speaking immigrants and new arrivals has brought the City a wealth of culture and unique issues. The Coordinator is challenged to ensure that the community's government is representative of the community it serves.

Customer Service. Maintaining and improving customer service is a significant challenge during this time of limited financial resources, both internally and externally. With departments cutting all but essential services, improvements in customer service can seem like a luxury. The City Coordinator needs to coordinate departments to work together to address customer service concerns, including collarborating across departments, thinking creatively about ways to provide service, and holding department managers and their employees accountable during these tough economic times.

Key Initiatives or Other Models for Providing Service to be implemented:

Other Models of Providing Service: City Manager Form of Government

The City Manager form of government has one executive that oversees all city departments and is responsible for the day-to-day management of the City. Functioning much like a business organization's chief executive officer, the appointed professional manager administers the daily operations of the city and is responsible for all hiring and personnel decisions. This form of government frees the elected body to focus on and establish policy, which is then carried out by the City Manager and an administrative staff. Through a professional staff, the manager ensures the effective provision of services, accountability, and enforces the policies adopted by the elected body. As a trained professional, the City Manager has the appropriate training, education, and experience in municipal administration and finance to oversee the delivery of essential community services - traits elected officials sometimes lack. This form of government is generally considred the best way to ensure sound management, improve accountability, avoid conflicts of interest, and promote collaboration among departments.

Key Departmental Outcome Measures:

Outcome Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
% of residents who rated Minneapolis government as 'very good' or 'good' at effectively planning for the future	na	na	49%	na	51%
% of residents who rated Minneapolis government as 'very good' or 'good' at providing value for tax dollars	na	na	54%	na	>%50
% women and people of color in City workforce: % women % people of color		31% 18.6%	30.4% 19.9%	30.8% 20.3%	
Women and people of color in City workforce as compared to city resident workforce: % women residents citywide					

Explanation of Performance Data for Departmental Outcome Measures:

The unforseen cuts in Local Government Aid by the State coupled with a resistance to significant increases in property taxes will result in a reduction of services. Residents will most likely feel as if they are getting less services for the same or more. It is imperative that the services the City does offer are of high quality to offset the reduction in non-core city services.

Primary Business:

% people of color citywide

Policy Development and Implementation

Service Activity:

Assist the Mayor and City Council in defining and establishing City policies and priorities

Description:

The City Coordinator coordinates strategic and financial planning activities to assist the Mayor and Council with policy development and decision-making. The Coordinator meets weekly with the Mayor and Council President to address key city issues and plan for the future. In addition to this ongoing advisory role, the Coordinator is also the lead on the City's core processes: Strategic Planning, Business Planning, Annual Budget and Performance Measurement. Key to the success of these endeavors is linking business planning with the City's financial capacity to implement the goals and objectives adopted through the strategic planning process. The City Coordinator serves as the leader of these processes and is responsible for holding staff accountable for informing elected officials of the outcomes of their policy and financial decisions. Strategic planning and goal setting occurs every four years.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected	
Adoption of citywide goals and outcomes	na	na	Yes	na	Update	
% of departments with a completed and Council approved business plan	•			24% 100% Fire Department City Coordinator City Attorney City Assessor		

Key city policies addressed and approved by Council that increase revenue or significantly decrease spending CRA Redesign Strategic Planning 5-Year Financial Direction CPED Dept Head Accountability 8% Levy Limit NRP Funding Decision

ITS Outsourcing

One-Stop-Shop Revenue diversification Street maintenance

Explanation of key performance measures:

Many of the Coordinator's activities as they relate to policy development are difficult to measure. One of the Coordinator's key tasks is to advise and consult the Mayor and Council on a variety of issues which is difficult to measure quantitatively on an annual basis. Peformance measures for this service activity reflect the initiatives led by the Coordinator by simply listing them, which demonstrates the proactive development of key city policies by the Coordinator.

Service Activity:

Coordinate city departments to implement special initiatives that reflect Mayor and Council priorities and hold departments accountable for their performance

Description:

The City Coordinator convenes the charter department heads and interdepartmental work teams to address Mayor/Council projects and policies. Developing strong relationships and interdepartmental relationships is crucial. The Coordinator nurtures these relationships by holding regular Department Head meetings. The City Coordinator also serves on a number of cross-departmental work teams, including the Labor Management Committee, Minneapolis Emergency Communications Center User Board, New Central Library Implementation Committee, and the Security Response Work Team. In addition, the City Coordinator staffs the Executive Committee which includes annual work plan and performance reviews of all charter department heads. These reviews hold the department heads accountable by ensuring that Mayor and Council priorities are reflected in their work.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
% of Executive Committee members who deem the Executive Committee useful and effective				Survey being developed and distributed in early '04	85%
Key special projects coordinated by the City Coordinator			CRA Redesign CPED Implementation Empowerment Zone New Central Library	CPED Implementation One-Stop-Shop Ethics Task Force New Central Library	
% of Department Heads that consider bi- weekly Department Head meetings useful and productive				Survey being developed and distributed in early '04	100%
% of Department Heads that receive a work plan and annual performance review				67%	100%

Explanation of key performance measures:

The special project component of this service activity is difficult to measure on an on-going basis as many of the projects and initiatives are often unplanned and the result of an unanticipated community need and generally do not last for more than one year.

Primary Business:

Management Oversight

Service Activity:

Strengthen management systems and improve efficiencies

Description:

The City Coordinator oversees the 5 management departments of the City: Business Information Services, Communications, Finance, Human Resource, and Intergovernmental Relations as well as Regulatory Services and the Minneapolis Convention Center. Management systems are strengthened (1) by the City Coordinator departments providing financial, workforce, communications and technology tools and assistance to all departments and (2) by ensuring strong leadership by the Assistant City Coordinators through work direction and guidance with a focus on effectiveness and continuous improvement. The City Coordinator's oversees Regulaotry Services and the Minneapolis Convention Center and helps these businesses collaborate with other City departments, improve customer service, and generate revenue for the City.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
% Coordinator departments submit annual work plan and receive annual review.			100%	100%	100%
% Coordinator departments that stay within approved budget.				100%	100%
% women and people of color in management departments: % women % people of color					
% customer departments expressing satisfaction with the services provided by BIS, Communications, Finance, Human Resources and IGR.				Survey being developed and will be disseminated in January '04.	85%

Explanation of key performance measures:

The measures of this service activity reflect the Coordinator's role as the manager of these key functions. Ultimately, the Coordinator is accountable for the success/failures of the management departments and these measures highlight the aggregate achievements of all the ACC departments.

Financial Analysis:

For the 2004 budget, Coordinator Administration has \$409,000 in expenditures budgeted, including 3 positions, funded entirely from the General Fund. This reflects a 12% reduction over 2003 adopted budget, resulting from the Department's decision to eliminate one position in response to the 2003 Local Government Aid reduction.

The Coordinator's Administrative budget reflects the shift of the office of the Empowerment Zone to the Community Planning and Economic Development Department. This change is reflected both in the financial information and the position information.

CITY COORDINATOR ADMINISTRATION Staffing Information

	2001	2002 Adopted Budget	2003 Adopted Budget	2004 Adopted Budget	% Change	Change
FTE's by Division						
Administration	6.00	5.00	4.00	3.00	-20.00%	(1.00)
Office of Cultural Affairs	4.00	4.00	-	-	-	-
Total FTE's	10.00	9.00	4.00	3.00	-55.56%	(1.00)

2004 Organizational Chart

